


83-30786  
20 OCT 1983

MEMORANDUM FOR: Acting Deputy Director for Administration

FROM:

  
Director of Security

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SUBJECT: Planning Program for FY 1984

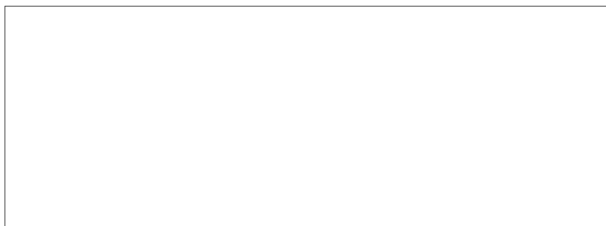
REFERENCE: Memorandum from DDA to D/Security,  
dated 24 August 1983, same subject

1. Per referenced request, the Office of Security Five-Year Plan is attached hereto. Appropriate adjustments have been made based upon current assumptions and goals for the Directorate.

2. Our Five-Year Plan includes a combination of trackable Management-by-Objective (MBO) items and a statement of primary goals for the entire five-year period. Our MBO selections are a function of the resources which will be available for FY 1984. We would assume that with gradual Agency growth, Office of Security resources will grow proportionately to provide security support to the Agency in the out-years and to permit a significant reduction in chronic shortfalls.

3. The MBO objectives chosen for FY 1984 include the following:

- ° Maintain processing time for staff and staff-like clearance cases to an average of 75 calendar days;
- ° Expand overseas security activity in support of Directorate of Operations programs;
- ° Monitor the security support activities of the CRAFT Program;
- ° Track the scheduled expansion of the 4C Program;



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° Track the development of the Office's Automated Information Management System;

° Identify, assign and complete  staff reinvestigation cases;

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° Reduce the investigative backlog at the Los Angeles Field Office to an acceptable level;

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4. Our Five-Year Plan will be followed by the Office of Security 10-Year Long-Range Management Plan (OS/LRMP). The LRMP will, of course, be consistent with published goals and assumptions of the Directorate of Administration.

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Attachment

## OFFICE OF SECURITY

## FIVE-YEAR PLAN

## I. INTRODUCTION

Consistent with established Directorate of Administration planning procedures, the following is an updated Five-Year Plan for the Office of Security (OS) from FY 1984 through FY 1988. Predicated upon the OS mission to provide optimum security support to and protection of Agency activities, personnel, information and facilities worldwide, the Plan contains appropriate items of continuing interest which were tracked in FY 1983, new trackable items addressed in FY 1984 initiatives, and goals/objectives of long-term interest which are not necessarily specified in the action plan. The Plan also addresses career development of OS personnel, stresses increased effectiveness and discipline, and focuses on greater productivity to meet ever-increasing requirements for security support.

Central to the Five-Year Plan is the concept of maximizing the utilization of resources through continuing recruitment and training of personnel and a continuing initiative to develop and field automated information systems to improve communications and reduce labor-intensive functions. Emphasis will focus on traditional areas of support while stressing overseas initiatives, including increased technical security efforts. Concurrently, requisite support to the Director of Central Intelligence relative to his leadership role in the Intelligence Community will be continued.

## II. ASSUMPTIONS

A. Although the Directorate of Administration is proceeding on the assumption that Agency personnel requirements will tend to stabilize during this planning period, there will still be a need for additional OS resources in order to satisfy chronic shortfalls; and even though more effective utilization of existing human resources will result from a greater use of currently developing automated information handling systems, shortfalls in OS personnel requirements will continue to occur due to enhanced programs and through normal attrition. Ongoing and new requirements will continue to be met via an aggressive recruitment drive despite growing public perception that U. S. Government careers are becoming less attractive.

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B. The Standard Support Requirement (SSR) concept will be continued and used to support new initiatives which will enable OS to provide required security support in an effective and timely manner.

C. There will be both programmed and unprogrammed demands for security support in growth areas, including increased operational activities (e.g., covert action, personnel protection overseas, antiterrorism programming, technical collection), the new Agency building program, and the proliferation of automated information handling systems both domestically and overseas. These activities will require the highest level of flexibility and versatility inherent in the OS personnel development concept which produces the "Security Generalist."

D. An increasingly hostile overseas environment will require additional security support in the areas of personal protection, residential security and security awareness programs, as well as requiring an increase in the number of Security Officers assigned overseas.

### III. GOALS

A. Maintain and expand, where required, a worldwide security program to ensure protection of Agency personnel, activities, information, and facilities while at the same time assisting the DCI in discharging his security responsibilities to the Intelligence Community by devoting sufficient resources and support to maximize services of common concern while minimizing and ultimately eliminating duplicative activities.

B. Provide the means for individual development of all Office of Security personnel through aggressive recruitment and training, continually stressing EEO and Affirmative Action programs. Continue efforts to encourage all OS personnel to maintain a deep sense of pride in self and mission, and to reflect the highest standards of personal integrity, security, cooperation and teamwork. Provide all personnel the opportunity to develop their potential to the fullest extent possible through training and diverse assignment opportunities consistent with OS needs. Assure that senior management succession planning remains current and realistic.

C. Promote optimum use of resources through innovative streamlining of operations by assuring clean and safe work environments, by use of cost efficient systems and hardware and by more efficient use of existing resources.

D. Identify, develop and exploit appropriate research and development programs to provide state-of-the-art hardware in support of physical and technical security requirements. At the same time, identify and explore the utility of existing systems within other U. S. Government agencies.

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E. Provide sufficient security support and services relative to CIA disaster/emergency planning and ensure continuity of vital security services during local or national emergencies.

F. Continue to identify and counter the threat posed by increased usage of automated information processing systems through enhanced audit capabilities, updating of information system security policies and implementing procedures, acquisition of additional human resources and maintenance of information systems security and education programs.

#### IV. OBJECTIVES

A. Provide appropriate resources to accomplish a projected yearly workload of more than 24,000 investigations and reinvestigations; more than 13,000 polygraph interviews in the United States and overseas; multiple technical countermeasure inspections, comprehensive security surveys, security equipment installations and personnel protection briefings at [redacted] domestic and overseas facilities; industrial security audits at [redacted] contractor facilities; and computer security reviews/surveys [redacted] contractor information processing systems and overseas/domestic CRAFT facilities.

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B. Support the DCI in meeting his responsibilities to the Intelligence Community by representation on the DCI Security Committee and their multiple subcommittees, the Interagency Group/Countermeasures through security research and development initiatives and by functioning as executive agent of both the Interagency Training Center and the 4C (i.e., the Community-Wide Computer-Assisted Compartmentation Control System) automated database system.

C. Reduce labor-intensive duties and promote greater office efficiency by continuing to develop the Security Communications Improvement Project (SCIP) and bring the Security Information Management System (SIMS) on line. These systems will interface with each other and be designed to automate field office and Headquarters information handling procedures and to expedite communications between and among Headquarters and field offices.

D. Continue current personnel management policies by recruiting top-quality personnel through the Security Officer Recruitment and Training Program (SORT) consonant with promoting EEO and affirmative action principles; ensuring that OS career development programs provide each employee the opportunity to develop his/her potential to the fullest; and assuring realistic succession planning for senior management positions via the Senior Officer Development Program.

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E. Maintain vigorous Agency personnel and physical security programs to ensure compliance to existing regulations and policies by (1) completing [ ] cases annually per the five-year cycle objective; (2) conducting comprehensive security indoctrinations of all new and probationary employees plus systematic rebriefings of Agency components; (3) aggressively pursuing "leak" investigations of unauthorized disclosures of classified information via Agency and Intelligence Community assets; (4) continuing Agency security audits and inspections emphasizing physical security and document control procedures; (5) conducting industrial security audits and indoctrination programs; and (6) polygraphing key contractor employees who have access to highly sensitive Agency information.

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F. Maintain processing time for staff and staff-like clearance cases to an average of 75 calendar days while reducing the number of pending investigative assignments at our [ ] Office to an acceptable level in order to successfully meet the increasing number of contractor personnel investigations submitted by offices within the Science and Technology Directorate.

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G. Monitor the [ ] renovation project which includes approximately [ ] for reconstruction and remodeling in order to accommodate 20 students.

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H. Support, as necessary, the Agency's disaster/emergency activities.

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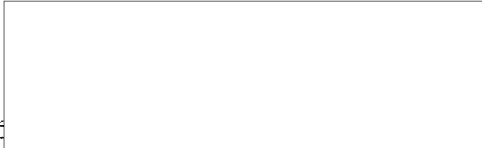
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## VI. RESOURCE IMPLICATIONS

The proposed FY 1984 Office objectives will not exacerbate existing shortfalls in such areas as reinvestigation/repolygraph of staff employees and processing time now required for clearance of industrial contractor's employees. On the contrary, the objectives for the fiscal year will seek to reach and maintain currency in the problem areas during the years immediately following. Within the framework of a five-year strategic plan, the Office must consider Agency manning and activities discussed in the 1982 Long-Range Planning Cycle under study by the Executive Committee. Since the latter exercise is concerned with a 10-year period, planning through fiscal year 1988 deals, in effect, with the short term. The Office of Security will attempt to obtain required human resources by fiscal year 1988. Resource enhancement allotted in fiscal year 1985, when finalized, will have a significant impact on the resource picture through 1988. Five-year strategy can be redefined in terms of resource requirements when budgetary decisionmaking for 1988 is completed at all levels of interest/authority.

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SUBMITTED: ~~Director of Security~~APPROVED: 

Deputy Director for Administration

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SUMMARY OF OBJECTIVE 84-01

OBJECTIVE STATEMENT: To Maintain the Processing Time for Staff Applicant and Staff-Type Cases at an Average Level of 75 Calendar Days.

Processing of staff applicant and staff-type cases is one of the most critical elements of the Office of Security's clearance program. Failure to clear personnel in a timely manner can have a very adverse impact on proper staffing of the Agency.

During the months of FY 1983, it took an average of 88 days to process this type of case. We will look at all of our processing techniques to identify problem areas and elements contributing to our slowdowns. New methods will be devised and new procedures implemented that will reduce the processing time to 75 days without reducing the quality of the field investigation or adjudication. These methods and procedures will be applied to gaining the objective.

Office: Security  
 Objective Statement: To Maintain the Processing Time for Staff Applicant and Staff-Type Cases  
 Responsible Officer: At An Average Level of 75 Calendar Days  
 Significant Funding Amount:  
 Date Submitted: 12 October 1983

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Activities Planned	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
Compile data regarding each element involved in processing staff and staff-type cases		0										
Review data and identify areas of improvement			0									
Implement improvements			0	-----	0							
Monitor cases assigned under the new system						0						
Achieve objective												0

SUMMARY OF OBJECTIVE 84-02

OBJECTIVE STATEMENT: To Track Expansion of Overseas Security Activity in Support of D0 Initiatives

The Office of Security is convinced that the most efficient deployment of Technical Security Officers is to place them in the field where they can concentrate on technical security problems almost exclusively. More importantly, these officers can respond to emergency request for security support from area Stations and Bases more promptly than can be accomplished from Headquarters. There is an urgent need for a third officer at [redacted] and a two-officer team [redacted] in order to stay abreast of the increasing CRAFT-generated requirements for technical security support in those respective areas.

In order to implement this objective, it is necessary to select an individual to fill the slots which have been made available from DDO/IMS, train the individual and process them for an overseas assignment (or a lateral transfer) in time to have them in place by summer, 1984.

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Office: Security  
 Objective Statement: To Track Expansion of Overseas Security Activity in Support of DO Initiatives  
 Responsible Officer:   
 Significant Funding Amount: None  
 Date Submitted: 14 October 1983

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Activities Planned	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
Candidate Selected		0										
Career Board and Area Division Approval				0								
Complete Training								0				
Complete Processing										0		
Arrive on Post											0	

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SUMMARY OF OBJECTIVE 84-04

OBJECTIVE STATEMENT: Completion of Phase I of the 4C System

The Community-Wide Computer Assisted Compartmentation Control System (4C) has achieved Initial Operating Capability. All non-DoD NFIB principals have been integrated into the 4C System database.

For FY 1984, Phase I will be completed which includes integration of all DoD agencies. This conversion and integration will continue through the end of the fiscal year with OS funding containing [redacted] for FY 1984. The OS budget contain [redacted] in FY 1985 and [redacted] in FY 1986 for expansion and operation of the 4C System.

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Toward the end of FY 1984, planning will begin for Phase II which will incorporate the Unified and Specified Commands into the 4C System. Implementation of this plan will occur in FY 1985.

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Office: Security  
 Objective Statement: Completion of Phase I of the 4C System  
 Responsible Officer:   
 Significant Funding Amount:   
 Date Submitted: 12 October 1983

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Activities Planned	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
Army and DMA Data Entry	0											
DIA Data Entry		0										
AF/NSG/NIC/Navy Data Entry			0									
DCA Data Entry				0								
							0					
								0				
									0			
Phase I Completed											0	

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SUMMARY OF OBJECTIVE 84-05

OBJECTIVE STATEMENT: Phased Introduction of Automated Information Handling Technology to Office Activities

The Office is the midst of an automation program which has two major thrusts: (1) The Security Communications Improvement Project (SCIP) and (2) The Security Information Management System (SIMS). Project SCIP will significantly upgrade the handling of data within each of the seven Office of Security domestic field offices and the transfer of information between the field offices and Headquarters. Since its inception with the Office of Data Processing conducting feasibility studies in the FY 1980/1981 timeframe, Project SCIP has been expanded to include Office automation activities for the initiation, processing and tracking of assigned cases. Wang Alliance Office Automation systems, [REDACTED]

[REDACTED] The Initial Operating Capabilities of Project SIMS is in the acceptance test phase. Project SIMS will expedite case processing activities within Headquarters through an improved database and expanded use of Delta Data terminals. Ultimately, this database will be linked to the field offices and the combined OS/OP/OMS Applicant Processing Communications System. FY 1983 funding needs were absorbed by the Office, and approximately \$600,000 is identified in the FY 1984 budget for these efforts.

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Office: Security  
 Objective Statement: Phased Introduction of Automated Information Technology  
 Responsible Officer:   
 Significant Funding Amount:   
 Date Submitted: 13 October 1983

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Activities Planned	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
SECURITY COMMUNICATIONS IMPROVEMENT PROJECT (SCIP)												
Phase 2 - Field Office Automation and Electronic Network HQS-CFO Test Bed HQS-SFFO-CFO Test Bed						0						0
SECURITY INFORMATION MANAGEMENT SYSTEM (SIMS)												
Phase 1 - SANCA/SEADORS Replacement Initial Operating Capability					0 0							
Phase 2 - Enhanced Case Processing (estimate) Preliminary Design Review Critical Design Review						0	0					
Acceptance Testing Begins Operational Capabilities									0		0	

SUMMARY OF OBJECTIVE 84-06

OBJECTIVE STATEMENT: To Identify, Assign and Complete [ ] Staff Reinvestigations

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The Office of Security will close [ ] reinvestigation cases during the fiscal year. This figure includes approximately [ ] cases.

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This MBO represents an increase of approximately 10 percent over the MBO for FY 1983. The [ ] projected probationary cases represent a 70 percent increase over the projected caseload in FY 1983. This is due mainly to the addition of approximately [ ] cases involving contract employees who have been included in the probationary screening program. In addition to the [ ] probationary cases, [ ] staff reinvestigation cases are also projected to be completed. The emphasis in the staff reinvestigation program will be placed on completing the older cases first.

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Office: Security

Objective Statement: To Identify, Assign and Complete  Reinvestigations

Responsible Officer:

Significant Funding Amount: N/A

Date Submitted: 3 October 1983

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Activities Planned	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
Projected field reinvestigations (5 years)												
Projected probationary cases completed												
Projected total cases completed including probationary and 5-year cases (poly and field)												

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SUMMARY OF OBJECTIVE 84-07

OBJECTIVE STATEMENT: To Achieve the Desirable Investigative Workload at the [ ] Office by Reducing the Number of Pending Assignments by 50 Percent (from [ ] by the End of FY 1984

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The desirable monthly investigative workload is an average of 20 to 25 assignments per investigator and approximately 5 assignments per Confidential Correspondent. This level permits timely case processing and high productivity. Given the current backlog of [ ] assignments plus projected receipts for FY 1984 of approximately [ ] assignments, additional resources are needed in [ ]. Increased staffing from future Special Agents Training Courses plus the hiring of additional Confidential Correspondents is planned so as to achieve the objective.

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Office: Security  
 Objective Statement: Physically Expand the [redacted] to Accommodate Classes of 20 Students and Commence Enrolling Classes of 20 Students  
 Responsible Officer: [redacted]  
 Significant Funding Amount: [redacted] for FY 1983  
 Date Submitted: 14 October 1983

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Activities Planned	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
Construction Underway	0											
Construction "Under Roof"		0										
Construction Completed					0							
Complete First 20 Student Class						0						

SUMMARY OF OBJECTIVE 84-08

OBJECTIVE STATEMENT: Physically Expand the [ ] to Accommodate  
Classes of 20 Students and Commence Enrolling Classes of 20 Students

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The preliminary work has been accomplished for the physical expansion of the  
[ ] As the Fiscal Year 1984 was entered, construction on the  
expansion had started. Much work will remain after completion of the construction in  
organizing the facility for handling 20 students.

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